

# *all* **VOLUNTEER**

The Army's recruiting and retention professional magazine since 1919

JUNE 1979

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Lighting  
the way to  
better  
recruiting

# Commander's Notes




Production volume has been -- and remains -- the most serious problem facing USAREC today.

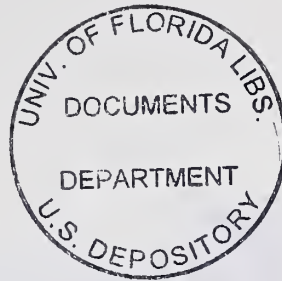
Our DEP posture is showing healthy signs and that's good. Now we must concentrate on the short term mission. We have only a little more than three months before we close the books on FY 79. During that period we have our previous shortfalls to make up as well as a big mission.

As you go about making up your shortfalls, look at yourself and your day-to-day actions. Apply the appropriate "tips of the trade" included in this issue to help your operations. Some will help. One that many might want to follow is that of SFC Richard Smith of Norwalk, Connecticut: "back to basics." His tip, like all the others, was presented for review to a panel of our senior non-commissioned officers before publishing. They also felt it deserved special mention.

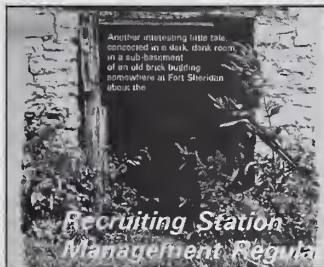
Every commander in the Army -- from company to corps -- is looking to USAREC -- to you and to me -- to meet their personnel requirements. They -- and we -- can't afford anything less than 100 percent.

Our goal for the remainder of the year -- make mission -- make mission -- make mission -- and help your fellow recruiters make theirs.

  
**WILLIAM L. MUNDIE**  
Major General, USA  
Commanding



**all**  
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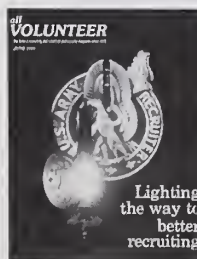


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*This month's cover was conceived and photographed by MSG Wolfgang Scherp. Hopefully, the recruiting tips which are the bulk of this month's articles, will light the way towards more successful recruiting. The back cover was submitted by the Public Affairs Office at Ft. Bliss, TX.*





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## Letters

### From Turkey

**Ed. note: SP4 Richard C. Rodney enlisted through the Conkling Street Recruiting Station in Baltimore and served as a recruiter aide there in the summer of 1977. Now assigned in Turkey, Rodney read about his recruiters in this magazine and wrote this letter.**

... Congratulations! Glad to see such good work getting recognition.

While I'm about it, I would like to say thanks to all of you for helping me to make the decision to enlist in the Army. This has definitely been the most rewarding thing I have ever done in my life.

I guess a recruiter doesn't get letters of thanks too often but the decision to join the Army, which I may say was most definitely influenced by the recruiters efforts, has given my life a new meaning, a new and definite direction, and has given me a new confidence and pride in myself that never could have been possible without my time in the service.

I am planning to reenlist, and as I see it now, may decide to be a career soldier. Regardless of the rumors of benefit erosion and such, the Army remains the best bet for myself and my family, which now includes a son of three months. My job is interesting, the chances for advancement are great, and the benefits are fantastic.

In closing, keep up the good work and thanks again.

SP4 Richard C. Rodney  
APO New York 09133

### From Maryland

**Ed. note: General Mundie received the following letter from a former serviceman whose plans are somewhat different from SP4 Rodney.**

At a time when the all volunteer Army seems to be in a real struggle to meet its goals, I would like to share with you my story of what the Army did for me, because I was a volunteer.

In 1973, I was a senior in high school with no firm ideas on going to college or pursuing a career. In April, 1973, I decided to join the Army under the delayed entry program, which was a new approach to recruiting at

that time. After enjoying my last summer in my hometown of Hobbs, New Mexico, I entered basic training ... I must admit I was scared and unsure if I'd done the right thing. After a seemingly endless seven weeks in basic, I was sent to Ft. Benjamin Harrison, Indiana to 74D20 ADP machine operator school, as promised in my enlistment contract.

After completion of my MOS training, I was assigned to the Military Personnel Center ... around January 1975 ... an ADP Intern program for computer programming was announced. There were 20 civilian and four military slots. A test and interview were part of the selection criteria, and somehow I passed and was accepted.

The course started in March, 1975 and lasted six months. After completion of the program, I was assigned to the Officer Systems Branch where I worked until my ETS date in August 1976.

The benefits I received in these three years alone would have been more than I expected or hoped for, but that isn't where the benefits stopped. After my ETS, I immediately took a job as a computer programmer in the D.C. area. At that time I began attending college on a part-time basis at a nearby community college, using my GI Bill benefits. I have since received by AS and am pursuing my BS part-time.

I was also able to use my VA benefits to purchase a home in Maryland (with no money down) after my marriage in 1977. I don't think a lot of young people realize what that can mean these days.

You can begin to see the impact the service has had on me. I have been very fortunate and would like to express my deepest gratitude to the Army for all the opportunities which it presented to me. I met so many wonderful people (civilian and military) who helped me adjust and took a real interest in me as a person.

In closing, I would like to say that I feel a few years in the service is a good introduction to life for anyone, and, at least for me, it made the decision of what to do with my life a bit easier.

The opportunities are there, you only have to realize them and use them. Thanks again.

Gary B. Buzbee  
Oxon Hill, Md.



# Tips...

## for better recruiting



*The following pages contain a number of actions and methods that have helped various recruiters in specific situations. They are presented here in the hope that some hard working recruiter will be able to profit from one or another of the ideas of his colleagues in the field.*





## DEP losses? Use DEP wallet card

Don't lose what you have worked hard to get—prevent DEP losses. Many have worked for hours, days, and even weeks on getting some DEP enlistments, and then end up losing them for no good reason. The secret to preventing DEP losses is to maintain continuous contact with the DEPer. This should be personal, "face-to-face" contact.

What more can be done to prevent or reduce these losses? There are two aids that have been developed to help. At first glance these aids seem insignificant and too simple, but they work!

First is the DEP wallet card, USAREC Form 436. It is an impressive "OFFICIAL" looking item which lists important information. Especially important is the reverse side which has the date to report for active duty and a point-of-contact in case the DEPer needs assistance.

The wallet card may be issued by the guidance counselors. you should make sure each of your DEPer's are carrying a card because you are the one who will suffer the loss. DEP losses are now deducted from your production accomplishment under the new recruiting incentive awards program.

Second, *THE GREEN SCENE* has been developed. It is produced in the format of a newsletter distributed to the DEPer by the recruiter. USAREC Cir 601-47 provides all the details and how to obtain your

copies if you are not receiving them. Ideally, *THE GREEN SCENE* should be personally passed to the DEPer by the recruiter, resulting in face-to-face contact. If this is not possible, then the recruiter may mail the newsletter to the DEPer with a personalized note in the space provided. It also serves as a medium to promote and ask for referrals.

In addition to these two aids there is the option to extend the DEP period. Judicious use of the extension authority to provide for time to ward off potential DEP losses should be part of your DEP management program.

Good DEP management and the reduction or prevention of DEP losses can make the difference between you and USAREC making or not making mission. Do all you can to help. (USAREC IG)

United States Army  
Recruiting Command

This is to certify that

is scheduled to enter active duty in the U.S. Army on \_\_\_\_\_  
for training and assignment in as \_\_\_\_\_

Signature of U.S. Army Recruiter \_\_\_\_\_ Date \_\_\_\_\_  
USAREC FM 436, 9 MAR 76

## 22 month option

Two years is a small investment in an enlistee's future, but 22 months sounds even more attractive. That's one of the sales approaches that has meant success for Norwalk, Conn., recruiter, **Staff Sergeant Walter Torwich**, who sold the New Haven DRC's first two year Europe option, and soon added two more.

"When I break down the elements of an enlistment, I tell applicants that although they'll be signing up for 24 months, they'll actually only be serving 22 months when you consider that two of the 24 months are vacation," said Torwich. "I also explain to them that at least four months of that will be training time, and the rest will be a once in a life-time chance to see

Europe—and that always sounds like a lot less than telling recruits they'll have a 'two year' obligation."

All Torwich's "22 month" enlistees were individuals who had tested and qualified, but were afraid to make a three or four year commitment.

"I have this great deal for you," he said when he recontacted them. All agreed.

## Block to block

Working his closely-knit community on a block-to-block basis helps **Sergeant First Class Ronald Smith** of Camden, NJ. "I know most of the people in each neighborhood," Smith said, "and I remember who I put in the Army. Being 'one of the neighbors' gets me lots of referrals. Using neighbors I've enlisted as examples to my prospects really pays off."

## Athletic? Sell 'em

I look at the 200 (prospect) card. If it shows strenuous hobbies like soccer, football, or tennis it's a good bet the prospect may find combat arms to his liking. Most athletes enjoy team effort and combat arms offers that in spades. I don't try to interest an indoor type



# *Chillicothe recruiters use REQUEST at job fairs*

The Chillicothe, Ohio, Recruiting Station approaches its market with a new—or at least updated—version of the Army Job Fair. The job fair is based on an on-site REQUEST terminal. Two Army

counselors take turns explaining REQUEST and operating the terminal. Set up in school hallways, classrooms and conferences, the job fairs generate many leads and the team usually is asked to return to

the schools. Close coordination is required with the schools and with the guidance counselor's shop for terminal time, but with a little imagination, the plan may be tailored to fit any situation.

## **Slides & stickers**

The San Antonio DRC is gaining much attention in the San Antonio metropolitan area theater circles by providing local theater managers with sets of 35 mm slides that depict Army activities in the states and overseas. The slides are shown before the feature presentations in nine different theaters. So far they have been well received.

The San Antonio DRC came up with an ideal presentation, a high school bumper sticker. The stickers are customized with school colors and a replica of the school logo. The DRC purchased bumper stickers for 130 schools and reports a great response from seniors and school faculty members. The stickers cost 12¢ each and are purchased in lots of 500.

## *Infantry . . . or Armor*

person in aggressive or strenuous activities.

Sure I use the bonus. If a prospect has savings in mind, for whatever purpose, then the bonus should be introduced. It can often clinch the "sale." (**Sergeant First Class Bob Henegar**, Montgomery DRC)

## **Following up leads**

"When we get a lead—we stay with it and follow it up to the end," says **Sergeant First Class Kenneth White**, station commander of the Norman Recruiting Station of the Oklahoma City DRC. We are putting people in the Army now that we contacted last year. Staying with an applicant until they enlist or say "no" can not only help you, but helps the applicant as well.

## *Making referrals work*

Not getting all the enlistments you would like? Ask for some help—ask for REFERRALS. Many top-notch recruiters throughout USAREC are increasing their enlistments by making the referral program work for them.

I am referring to the Regular Army and Reserve Components Referral Program (more commonly known as the DEP referral program) as outlined in USAREC Regulation 601-65, dated May 23, 1978. The program wherein a DEPer would qualify for early promotion to E-2 as a result of two or three referrals who entered the DEP or RA has been around for years. Now the program has been expanded in two directions. First, the restrictions have been lifted and the referrals may enlist in the ARNG or the USAR, as well as the DEP or RA. Second, the referral program and the early promotion is not for exclusive use by personnel in the DEP. Regular Army applicants may also participate and qualify for E-2 promotion. The RA applicant who refers the necessary number of referrals who enlist on or before the enlistee's active duty date, will be promoted to E-2 when enlisting in the Regular Army. The advantage is that if you are recruiting the RA market to make current mission, there is an excellent chance the RA applicant you are working can provide you with two or three more potential RAs. This type of referral is needed to assure yourself and USAREC of making the "now" mis-

sion.

"The criteria for promotion of these DEP enlistees or RA applicants providing referrals is: refer three qualified nonprior service applicants or two nonprior service HSDG/HSSR who subsequently enlist in the DEP, RA, ARNG, or USAR prior to the DEP enlistee date of active duty, or on or before the date the RA applicant enlists in the Regular Army.

As the minimum, to make the program function, the recruiter must insure that the Regular Army and Reserve Components Referral Sheet (USAREC Form 512) is available and used for each referral. A very useful aid in promoting the referral program among your DEPer is the "Tell it Like it Is" letter (USAREC Form 512A). Both forms are available for requisition. Two incentives proven most successful to use when asking for referrals is "enter active duty wearing a stripe" and "enter active duty earning more money." It will take more than the recruiters in the field to insure that the qualified applicants get the promotion they deserve. Guidance counselors, operations personnel, and ARNG/USAR representatives must also be knowledgeable of the regulation and support the program if it is to work.

If we are to attain our recruiting objective, we must promote full use of all the programs, tools and techniques that were developed to help us. This referral program is worth talking about. (USAREC IG)





## Self-confidence the key to

One recruiter who is in a world of his own when it comes to selling young women Today's Army is **Staff Sergeant James J. Jones** of the Pittsburgh DRC. Since going on production last July (through 20 March, 1979), this relatively new recruiter has written 75 contracts with 27 of them (36 percent) being females. And a number of these females went into such non-traditional skills as Electronic Instrument Repair, Calibration Specialist, Parachute Rigger, and Food Specialist.

What's his secret? According to Jones, "If a young woman expresses a strong interest in a non-tradition-

al field such as electronics, encourage her and go with it. If you try to sell her a skill outside of the electronics field, you stand a good chance of losing her."

Like other recruiters successful in enlisting young women, Jones uses the standard high school lists and cold canvassing approach (shopping malls, discos, high schools).

"These provide the best environments for conducting a conversation with a young female prospect and getting her to express her field of interest," said Jones.

He believes the single most important factor when dealing with

## Tips for guidance counselors

To many recruiters, the job of a guidance counselor looks easy, and unfortunately, this myth can only be dispelled for those who are later assigned to perform this vital and demanding role.

Not only does the counselor sell the applicants on a specific skill; but often must overcome applicants' strong objection to available assignments or, in the case of many women, the non-availability of 'traditional' skills and subsequent placement in a 'non-traditional' MOS. This takes a lot of doing. Here are a few tips that may help the counselor:

- Guidance counselors must wear their integrity "out front" at all times. They must tell it like it is and be able to back up each promise made, in writing.

- Begin each day with a positive attitude.

- Applicants' buying motives must be identified and met. Discuss available options with applicants as if you would jump at the opportunity if it were available to

you.

- Enforce the sale of available options by explaining possible advancement through a career progression scheme for a particular MOS.

- Show a genuine interest in the needs and desires of the applicant. Try to clear up those very basic but important questions—the same ones you asked when you enlisted.

- Show the applicant the important role his job will play in the Total Army picture, and how the Army would suffer without it.

- To an extent, a woman who decides to enlist in the Army is self-liberated. The opportunity to enlist into a non-traditional skill must be revealed to her as a means to further this liberation, an adventure and a challenge not previously offered to women.

- Remember that you should always determine the applicant's buying motive and act on that.

**(MSG Jose Gonzalez Cruz)**

## *Recruiters*

In the Jacksonville DRC, most of the recruiters who have been especially successful recruiting women for the Army agree on one thing—that you must treat females, whether high school students or high school graduate, with the same respect you would treat a male.

These successful recruiters for the most part agree that in the service a woman can achieve true equality. The equality angle becomes very valuable when talking to prospects who are bored with their civilian job or who haven't been able to achieve the pay they feel they are entitled to. Most of these recruiters highly stress the equality factor when talking to their prospects.

What does it take to sell a woman on the Army? While reasons for choosing the Army vary according to individual needs, there are a few things that most of these successful recruiters agree on:

The longer females stay in the DEP the greater the chance becomes



## selling women

a female prospect is recruiter confidence.

"Females sense a lack of confidence, so it's vital that the recruiter exude self-confidence," observed Jones. "It's about 90 percent of a recruiter's appeal. The other 10 percent of the presentation will take care of itself."

"Shy guys can overcome their shortcomings through practice, trial and error," Jones noted. "But they've got to psych themselves up for the occasion to be convincing."

Jim Jones feels that recruiters who actively recruit women automatically expand their recruiting reward by 25 percent.

## Army sells itself

I have a very good friend from Texas. This guy's rich uncle gave him a whole truck load of beautiful watermelons," related **Sergeant Ted Harris**.

"My friend promptly parked at the side of a busy highway and placed a sign out which read 'Watermelons — \$1.00 Each.' This price was well below current market value. A few folks stopped and bought, but very few.

In an attempt to increase sales and get home before dark, he marked through the \$1.00 price and wrote 50¢ below it. After this, very, very few folks stopped to look over the melons. Skeptically only three or four actually bought. He ended

up dumping the fine melons in the ditch and went home disgusted.

He was learning the perils of overselling. Often, in recruiting, the identical problem crops up. Late in an objective period, when faced with an objective which has not been met, many recruiters experience difficulty and frustration through overselling.

Face it: the Army is a good career with good benefits. Simply tell it like it is and let the applicant "buy the Army."

Many folks get very skeptical if you try to pressure-sell a good product. Lay it out there for their inspection, and most interested people will buy.

## agree: give them specifics

that they will drop out, agree most of the recruiters. Why? It seems that outside influences such as friends and relatives affect a female more than they do a male, and consequently the female is more apt to change her mind about entering military service.

"Females want specifics about their future role in the Army," says **Sergeant First Class Joe Cox** of Winterhaven, Fla. "They are more career or goal oriented than men and want to plan their future. As a recruiter you have to expect a lot of questions from a female. The more fully and capably you answer their questions, the more trust they will place in you," he adds.

That brings us to another important thing to remember in recruiting women—product knowledge. Thorough product knowledge (knowledge of the Army's enlistment programs) is essential when talking to female applicants, agree the recruiters. "You must be able to sell yourself to

the applicant, to make her believe and trust in you," says **First Class Willie Davis** of St. Petersburg, Fla.

Fear of the unexpected is common to everyone in differing degrees and fear in females approaching basic training is to be expected, just like it is in the male applicant. These fears must be dealt with rationally and calmly.

One thing many Jacksonville DRC recruiters agree on is that a female soldier should do a good bit of the communicating to a female prospect. One Gainesville recruiter says his office keeps on file, letters from female enlistees while they were attending basic training. "I let female applicants leaf through these letters to give them a feeling for what goes on in basic and how they feel about the training they are getting," says **Sergeant First Class Andy Fernandez**.

Another recruiter says that he uses his DEP females to talk to prospective enlistees. "It seems to help them relax more when they can be

talked to by a girl who has already joined the DEP. When she is able to relax, I find it easier to talk to her," says **Sergeant First Class David Russell** of Ocala, Fla.

Russell also used the "let a woman tell a woman" principle very well. Home on leave from Army medical training as a dental hygienist, one of his enlistees agreed to go to her old high school and give a presentation to one of the school's health occupations classes.

Changing parents' minds about the stereotypical and mythical female soldier is essential too, concur many recruiters.

"When I talk to parents about the Army and its place in their daughter's life I always have to dispel the myths they have about women in the Army," Russell adds. "If these parents could only talk to a few of the girls who go through Army basic training they would see that these girls are just as feminine as the average female in the civilian work force."

## Tell it straight

Leveling with applicants isn't gimmicky - but it's what made **Staff Sergeant Dianne Elam** the Philadelphia DRC's Top Recruiter of FY 78. "I tell them what isn't going to be easy - and why," she said. "When they ask hard questions about things like the possible presence of drugs on a post, I give them straight answers - they'll pick and choose their friends in the Army just as they did as civilians." Dianne believes that her reputation for honesty is what brings her so many referrals. "I make mission almost entirely from referrals."

## Develop trust

"You can't sell a prospect something he doesn't want," says **Master Sergeant Robert March**, Pittsburgh DRC senior guidance counselor. "But if he's not sure what he wants when he gets here, we do our best to interest him in becoming an Armored Crewman."

March is proud of his guidance counselors at every opportunity. "They're sales people, but they deal in people's lives, not in toothpaste or used cars. They have an obligation to doubly insure that every applicant is satisfied with our product," he says.

"Confidence is the key," notes March. "An applicant coming in for the first time is unsure of him or herself. They're confused, and they're looking for someone to help them along. The guidance counselor who has confidence, who knows all the answers, and who is an obvious professional is believable, and will develop trust. Once we have that, we can then discuss CMF 19 with them and the benefits of enlisting in this field."

## What's the motive?

"I don't find there are any "difficult" MOS's. Some, such as 43 Mike (Fabric Repair Specialist) or 43 Echo (Parachute Rigger) are, you might say, less popular than certain others," says **Sergeant First Class Lawrence Gianangeli**, guidance counselor at the Long Island DRC.

"I find, in many cases, that the applicant doesn't know about, or isn't aware of, some available MOS's.

"The first thing I do when an applicant comes in is listen and find out what he or she wants—or thinks he wants—and hopefully, match it with the Army's needs. If there isn't a slot open in this area, I check the applicant's test scores and ascertain where his or her strengths lie in

order to suggest and sell an alternate MOS.

"I feel that the area or station commander and the recruiter are the most valuable assets available to the guidance counselor. If there are any barriers to be overcome which might exist in the mind of the applicant, they are the most likely people to be aware of these facts.

"If there are any barriers, the guidance counselor can overcome these at the very outset of his session with the applicant.

"Finally, I want to know what the applicant's motive is for wanting to join up. Maybe it's money or travel or education or just getting off the streets. But it's important to me to know what the motive is in finding the right slot.

"I sell females the same way I sell males. I find that most of the females I talk to want to get away from traditional jobs, so it isn't really tough to sell a non-traditional job to the majority of the female applicants.

HERE'S  
SOMETHING  
TO THINK  
ABOUT



## Two careers

Getting married, having a family and living happily ever after no longer seems to hold women's interest. With equal rights they are becoming more set on pursuing a career. That career need not be a "traditional" one either. Many women are attracted to more non-traditional skills and training.

That is why women will enlist into non-traditional fields in the Army. They know that if their main skill interest is not available, they can fall back onto a non-traditional skill and pursue their main interest by enrolling in one of many college programs. They then can pursue two careers, as the men have in the past; one on the job and one in their free time attending the proper college courses.

Our travel option is also of interest to women due to the feeling



## Treat each individually

"In my estimation, the most important single asset in the counseling process is the act of qualifying the applicant as soon as we meet," says **Sergeant First Class Jim Tanquary**, guidance counselor at the Long Island DRC.

"It is during this initial meeting that I attempt to reach one of the following conclusions:

- The applicant is sold on the Army and we have the requested slot.
- The applicant is sold on the Army but no available slot.
- The motivation behind the applicant's trying to join up. If a specific MOS is the prime motiva-

tion—a reselling job is in the offing.

• If the job is not the prime motive (rather travel or education), the applicant's test results might indicate an alternate MOS.

"I have found that the geographical area and social level of the female applicant have a definite influence on the MOS requested.

"Females from the more affluent suburban areas generally, I believe, seek the more traditional skills.

"Finally, I do not believe that there are any general rules that cover all cases. Each applicant must be treated as an individual."

## Get the parents on your side

Reserve recruiter **Specialist Five Jose Rivera** of Chester, Pa., makes an interview with a prospect's parents his first goal. "I bring a basic train-

ing film and a Fairchild with me to help answer their questions," he said. "Once you have the parents on your side, the rest is easy."

of independence. More and more women are recognizing that the Army meets four basic needs with a written guarantee contract. These needs are skill training, education, travel and security.

### Three views

Three staff sergeants from the Los Angeles DRC had different views on enlisting women.

**Staff Sergeant William Ellenson** said, "Most women are into women's lib to some extent and are receptive to non-traditional skills. You just have to lead them in that direction." Ellenson says that he sells the Army, not a particular job. "There are enough benefits just being in the Army."

"Build up the women's egos" says **Staff Sergeant Dennis Ray**. "Stress the fact that they're taking a job previously for men only. Women today are very competitive with

their male counterparts."

**Staff Sergeant Milton Bussius** says, "Find out about the young woman. Let her do the talking. It's not really necessary to sell her on anything. Just relate the Army to her desires."

### Show them

"When I work female applicants, I try to have photos of women soldiers in the Army available to show them," says **Sergeant First Class James Burke** of the Lawton Recruiting Station in the Oklahoma City DRC. "There are several films available that depict women in the Army and these are good to start a conversation with.

"Some women are scared of Army life and what to expect. Just inform them that everyone, male and female alike, is a little apprehensive about military service at first."

## Getting leads

A simple, yet effective approach to recruiting high school seniors is proposed by **Sergeant First Class Norris Wheaton**, station commander of Conroe, Tex., Recruiting Station.

As a veteran of many presentations to high school classes, Wheaton has developed a lead generation system that works quite well and also allows him to establish his credibility with the students.

At the end of each presentation Wheaton asks each student to fill out a 200 card and then to write in what they plan to do following graduation.

With the lead data already in hand, he can set priorities in contacting the prospects.

## Staying on top

**Staff Sergeant Charles Van Dam** of the Penn Plaza Recruiting Station of the Oklahoma City DRC has several pointers that have kept him "on top" since he's been a recruiter:

• Have an interest in the individual you are talking to.

• When setting up an interview with a high school senior, arrange to meet in the counselor's office of that school if the counselor is sold on the Army. Talk to the student and the counselor at the same time, so the counselor can reinforce your sales presentation.

• Keep kids and parents interested by coming up with new ideas and catch them by surprise. You must stay on top of your product (different Army bonuses) to do this, but it's worth it. Don't play all your cards at one time, keep trumps up your sleeve to present a sales pitch they haven't heard before.

• My motto: Be Totally Honest: Be Totally Sincere & GO FOR IT!!!

# USAR/RA Interface



"I look on the National Guard and Army Reserve as just two more programs I have available," commented Sergeant First Class Joe Reynolds, commander of the Grand View, Mo., recruiting station.

"The recruiter's job is to put people into Army green, so a sales pitch can include combat arms or

education or National Guard, or all three," Reynolds added. "It's particularly good when a person says his future includes going to college. The natural counter to this objection is stress the fact that the prospect can do both, Army—in this case, a Reserve Component—and college."

## Rookie of the Year talks money and advancement

**Staff Sergeant Paul Brumfield, Jr.**, a recruiter in San Diego was "Rookie of the Year" for 1978 in the Santa Ana DRC. He is now recruiting at 200 percent.

Brumfield says that hard-to-sell skills are the combat arms skills. He likes to sell the combat arms field in general, and talks money and advancement.

"I tell the prospect that he will

have the enlistment bonus in his hand when he finishes training, and he will also be in a very good position to get ahead.

"Recently I sold job training to two people. They both went in MP and are going to Europe. I really sold them on the value of Army training in the future."

As to non-traditional skills for women, Brumfield likes to

tell about a letter he received recently from a woman who is busy in the Army climbing telephone poles. "She had no idea of going into communications when I talked to her first. I found out that she did not want to work behind a desk—she liked the outdoors and she liked working with her hands. The job that proved to be a challenge for her to accept was in communications."

## Cover your station when you're away

Not spending a lot of time in the office lately? That in itself is not bad; you should be spending most of your time in the high schools and mingling to seek out quality prospects. But, do you know what's going on back at the recruiting station when you had to lock up and leave it because there was no one to man it while you're out. This may be more common in the small one-and two-man recruiting stations. Chances are your station is being visited by potential prospects while you are out of the office.

A walk-in comes to a recruiting station because of an interest, at that time, to talk to an Army recruiter. If you don't keep that interest, the prospect may be lost to

another service or lost entirely.

The question is—what do you leave behind to influence the visitor and maintain interest? Only a locked door? I hope not. You may have yourself covered; if not, let me offer a few suggestions that other recruiters used and found successful.

First, you should post a sign on your station door as to when you will return. If the office is going to be closed all day or for an extended period, then telephone numbers should be provided for prospects who can't wait and must talk now or never. Consider using telephone numbers of your area and assistant area commanders, or the telephone number of an adjacent station, or maybe the toll-free Army informa-

tion number may be appropriate.

Second, many recruiters are using a simple "Leave a Note" technique where a note pad and pencil are on or near the door. This has been very effective.

And last, simple but professional looking, can be a take-one business card holder on your door with a supply of your recruiting business cards. The visitor can take a card, carry it home, and call you later. you can easily fabricate one of these.

The best system for your station may be a combination of these, but do provide something to keep the "interested" interested. (US-AREC IG)



## Part of community

**Staff Sergeant David Dockins**, station commander in Cleveland, Tenn., says that whether he is selling hard-to-sell skills or any of the other MOS available in the Army, he tries to "satisfy the applicant's needs through available Army job opportunities." He attributes his outstanding success to honesty, integrity and genuine desire to help the applicant plan his future in the Army. He says, "The needs of the applicant and the needs of the Army are best served by having the high-caliber, responsible individuals who are happy and satisfied with their jobs." Dockins feels a satisfied applicant is the "best free advertising medium for a recruiter in a small community."

Dockins also emphasizes a recruiter has to become well known in his community: "He should attend all major sports events in uniform, contribute to the area economy by doing his shopping locally, such as food, clothes, gas and haircuts." In so many words, a recruiter must become a part of his community.

Dockins certainly has become a credible member of his community: as a new station commander in Cleveland, he averaged four enlistments per week between January 1 and February 28, 1979!

## Fancy this

**Staff Sergeant Bill Hamilton**, Kalamazoo, Mich., makes innovative use of materials supplied in the quarterly "Mission 79" packets. He gives the "Fancy That" slicks to his high school newspaper advisor and asks him to use them when there's space available. So far, 50 per cent of his schools are using them. He also attaches the "Fancy That" slick to his high school sports schedules, and says the finished product looks great—and so does the free advertising.

## Franklin's "Angels"

In the Holyoke, Mass., recruiting office, they call the young women in the photo display "Franklin's Angels," and their number increases each month.

The creator of the display **Staff Sergeant Walter Franklin**, has recruited 16 women since his assignment in Holyoke a year and a



half ago, and the BT photos of his female enlistees attest to his success.

The Holyoke recruiter doesn't consider his prospecting techniques unusual, but he stresses a great deal of follow-up.

"When you enlist young women, tell them in advance about the problems they'll encounter," he says, "and make certain they know you'll be ready to help after they're in the service."

"Above all, make sure they keep in touch with you and send you their military photos." Other prospects enjoy reading the first-hand comments, and the photographs are a positive influence.

Franklin recently made a bet with DRC Executive Officer, MAJ Robert Crook, that the Holyoke recruiter would enlist five young women in the coming month. And he hasn't lost a bet yet.

## Nothing hard to sell

The guidance counselor's positive attitude is the key to successfully selling an applicant in critically needed skills. "I think of no skill as being 'hard-to-sell,'" states **Sergeant First Class Lavena C. Ganey**, counselor at the New Orleans DRC.

"The counselor must prepare himself completely to answer any objections the applicant might offer. Such preparation," he said, "can be accomplished by visiting training centers and reviewing all available publications, such as post newspapers and branch magazines."

Ganey also finds that offering the "hard-to-sell" MOS first can be helpful. If applicable, he adds, use the tools of enlistment bonus and VEAP kicker when an applicant hesitates.

As far as selling women goes Ganey believes that a successful counselor challenges a female applicant to compete with her male counterpart when selling non-traditional skills. He also points out that a non-traditional MOS usually offers training that is not easily available to her in the civilian community.

An equally effective selling point is the promotion potential for females in non-traditional MOS.

## DEP meetings

**Sergeant Elwood Yohe**, a Hatboro, Pa., recruiter, holds DEP meetings one evening a week. "I tell my DEPs about basic training, how to care for their uniform and concepts like the chain of command," Yohe said. "It keeps their enthusiasm up and I get a lot of referrals."

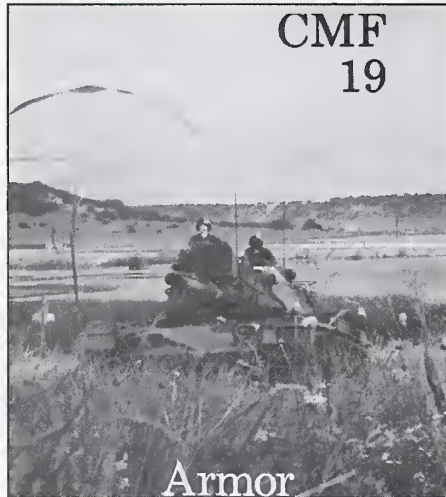
## Use "handy dandy" MOS guide

"A picture is worth more than a thousand words when it comes to selling those so-called 'hard-to-sell' MOS," said **Master Sergeant Barbara Woodard**, senior guidance counselor in the Dallas DRC.

"In our shop, we have almost all of the MOS features that were ever published in the *Recruiting Journal* and *all VOLUNTEER*," she said, adding that "most times an applicant can just picture himself riding in that helicopter or driving that tank."

"For us, it's lucky that the story on CMF 19 was written just down the road (at Ft. Hood)," Woodard said. "That's not too far away so there is a kind of built-in familiarity with the area."

"If an applicant is just plain undecided about an MOS, we can



show him several one-page stories and he can literally take his choice, without the counselor having to 'sell' anything.

"The pictures do the selling," she emphasized.

## Tips from . . . Philly

In addition to keeping his own knowledge of different MOSs current, **Sergeant First Class John Mayfield**, Philadelphia DRC active guidance counselor, keeps each 'MOS' page of *all VOLUNTEER* in a binder to show applicants. "My scrapbook," Mayfield said, "is invaluable for giving prospects a good overall picture of many Army specialties."

## St. Louis

The 1978 Recruiter of the Year, **Staff Sergeant Charles Lawson** of the St. Louis DRC, found that vocational arts classes are the ideal place to make contact. Taking advantage of the training he received in his secondary MOS, he has made himself known in vocational classes by talking to them about the training the Army offers.

## Ft. Sheridan

Prior to introduction of the two year option, many applicants objected to a four year enlistment just to get a bonus. They said, "That's a long time!" I would simply explain that the \$2,500 bonus option is a one year option—the three year enlistment is required regardless of the skill or assignment chosen. (**Ted Harris**, Recruiting Operations directorate, HQ USAREC)

## Back to Philly

"I create the desire to want," **Staff Sergeant Henry Malachi** said of his success with inner-city youth, "to want something, perhaps for the first time in their lives. When I talk to an applicant, I try to paint word-pictures of Army life and different Army skills until one of them clicks with the prospect. Once he wants something the Army has, we're in business."

## Raleigh

**Staff Sergeant Lee Henderson**, who put 13 people into the Army the first month he was a recruiter and was the Raleigh DRC's 1976 Rookie Recruiter of the Year and 1977 DRC Recruiter of the Year, says that he has never had any trouble putting people into Combat Arms. "I have a Combat Arms background and I believe in the field. If you believe in your product, your enthusiasm for it is naturally conveyed to the applicant. I tell the prospect that the Army is teaching a person in Combat Arms the hardest skills there is and that skill is leadership. The common denominator to success is leadership ability."

One of the first things Henderson mentions to applicants if they qualify for a cash bonus is money because "Money talks." If a person is not qualified for anything but Combat Arms, he sells him on a 3-year enlistment and emphasizes that he has a wider choice of assignments. Henderson also plays up the ego factor. He says, "I tell applicants they have to be special to be in Combat Arms and that they will naturally evolve into leaders."

## The

"I don't need any advertising in my newspapers," was the reaction of **Sergeant First Class Bob Barker** of the Statesville, N.C., recruiting station to a query from the Charlotte Advertising and Sales Promotion chief.

It seems that Barker and **Sergeant Nick Esposito** are very successful in obtaining newspaper publicity. They make sure that a news release is sent to local newspapers for almost every person who enlists in their area.

Barker, reservist, makes sure that the local newspapers get at



# Back to basics brings results

**Sergeant First Class Richard Smith**, commander of the Norwalk, Conn., recruiting office, started this Fiscal Year with 33 percent of mission, and the next three months were even more bleak. In February, Smith was named the New Haven DRC's top recruiter of the month at 166 percent; and by March, he surged to 200.

What was the reason for his sudden success? He simply went "back to basics."

"We were trying to utilize telephone techniques too much," said Smith, "and a great percentage of the people we'd contact were already in college. We spent a lot of time talking to individuals who wouldn't go in this year—and we needed the NOW mission. It was soon evident we had to get out of the office."

Where did he find his enlistees? Restaurants, shopping malls, and other gathering places for young people were first on the list. Referrals also played a big part. "Once you locate a person, identify what he needs, see if the Army can provide it for him, and make him an

offer he can't refuse."

Smith now spends only 20 percent of his time in the office (compared to 60 percent at the beginning of the year), making about 90 percent fewer calls.

The Norwalk recruiter has found some other basic techniques equally valuable:

—Ask everyone you enlist for a list of names of individuals who could benefit from the Army's services. Smith expects that referrals from his senior DEP's should "keep my whole year running."

—Record as much detailed information on the 200 cards as possible. "They can tell you a lot in the future if you fill them out properly," he says. "If you include *why* an individual is not interested, it may be helpful later—the student who doesn't enlist because he's just started college, for example. Who knows, he may have dropped out after the first semester . . ."

—Work at least three times the number of people you expect to enlist. "You can't count on working just four or five to make your mission, and expect them all to go."

## Patience is a virtue

"Have patience" isn't a catchy tip—but it's one that works for **Staff Sergeant William Ferrell**, a Newark, Del. recruiter, and **Sergeant First Class Janice Sulpizio**, Philadelphia DRC reserve guidance counselor. "I take the time to answer all the applicant's questions—and encourage him to ask more," Ferrell said. "That attitude creates a positive at-

mosphere that helps to sell the prospect." Sulpizio agrees "I always keep in mind that a talk with me is often the applicant's first bewildering encounter with military jargon—and one of the biggest decisions he'll ever make. Displaying patience leaves them with a favorable impression of the Army—and the feeling that they've found a friend."

## Army is always in print

least one release each week. "It may be about an enlistee or an informative release prepared by A&SP," he said. "But, they can't print something they don't have and we make sure that they always have something to print about the Army."

"I've been a recruiter only since last October," remarked Esposito, "and since we began the release program early in 1979, the referrals have increased by 100%, and almost everyone around here knows who the Statesville Army recruiters are. It sure makes our job a lot easier."

They use a Polaroid camera and include a photograph with the news releases whenever possible. "Some of the releases include a recruiter-enlistee pose to be sure people don't forget what we look like," said Esposito.

Each release emphasizes a different aspect of Army life. "It may compare an Army MOS to a similar job in the community or stress educational benefits," said Barker. "We try to tie the information to the community through job training or self-improvement

through education and personal pride."

The news release program in Statesville, N.C., is only one facet of an outstanding recruiting program. Barker had 25 enlistments against an objective of 16 for a 156% record from 1 January through 31 March 1979. Esposito was 162% going 21 for 13 during the same period. They are truly part of their community and continually strive to be the neighborhood "experts" on the Army and set a good example of the modern soldier.

# Films, booklets interest prospects in

There is a splendid film out that covers "hard-to-sell" skills. It's *The New Breed* filmed at Fort Benning. The film was made with troops, not professional actors and it comes across as sincere.

Another item, this one fairly new I believe, is a booklet about Fort Knox. It is "Your Future in

Armor." I have used the cover (an M551 Sheridan assault vehicle) to stimulate interest in combat arms. The booklet takes the recruit from basic through anticipated promotions to retirement. I believe the success of this booklet is that it's down there in black and white and is simple so that almost anyone can



## *Getting a foothold in the high schools*

Can't get into one of your high schools? You've got a problem! As long as you are denied entry into one of your assigned schools, your recruiting program is incomplete. A good usable high school plan is the bread and butter of successful recruiting; without one, you can't survive.

What more can be done to get in that school? Wait—backup, we're getting ahead of ourselves. What must you do before solving a problem? First, identify the problem. Sounds too simple. Nevertheless, often this crucial step in problem solving is overlooked. The source of the problem must also be identified. The problem and source can often be traced to a single person or group of people with some misconception about the Army, or the military in general. That person may be the school principal, a counselor, or the parents of the students. Remember, the problem and the source both must be identified early. Once identified, approach the problem and source head on; don't try to skirt the issue.

Now, assume you have the problem and source properly identified, but you still can't get a

foothold. Who might help? Everyone within your chain-of-command, from your station commander to the commanding general, have a personal interest in you getting into that school. If you are experiencing difficulty and your station commander has tried everything to get into that high school, then seek the assistance of your area and assistance area commanders. They are key operators when it comes to opening up a school for the recruiter. At the DRC headquarters, in addition to the DRC commander and SGM, is the education coordinator. Here is an expert on education matters and a real ace-in-the-hole when it comes to dealing with other educators. He can talk their language.

Have we exhausted our supply of influential people who can assist you? No, there are more. Caution should be used, but these techniques have been successful for some recruiters and you may find them helpful.

Recently some very influential people joined your DRC—the USAR recruiters. Many of our USAR recruiters are long-time residents and well known in the local community. Ask for their assistance;

you'll be pleasantly surprised at what they can do for you.

Although you have not been able to work in the high school proper, you will still get an occasional enlistment following graduation. Be sure to take a hard look at these few enlistments to find a potential recruiter aide. If you are lucky and get back a good aide, one who is well liked by the students and faculty, then that may be your means of overcome objections.

How about one more tip on who can help you? The school administration of each school is normally affiliated and working with the surrounding schools through the school board or some other association. Assuming that you have other schools which you are into, maybe the high school career counselors or other school officials of one of your participating schools would be willing to talk to a counterpart in the adjacent school to open those doors.

Do these suggestions sound hard? They aren't. If they are successful, you're in and it will be well worth it because of the benefits received, such as ASVAB testing, availability of lead lists, and a prime source of quality prospects.



# Armor

understand it.

Cash bonuses. They are great closers. I don't use them as incentives. They're the icing on the cake and we need them. (**Sergeant First Class Joe Galloway**, Montgomery DRC)

## No gimmick

**Staff Sergeant Arnold L. Arrington**, who was named Albuquerque area Recruiter of the Year and honored by the Military Affairs committee of the Chamber of Commerce, says to be a successful recruiter you have to know what you're talking about.

"I am truthful to people and I tell it like it is. I make every applicant feel like a part of the system. I make them feel important even though they may have scored only high enough to meet the bare minimums.

"There is no gimmick in recruiting. It just takes a lot of time. You have to make yourself known in the community on your own time, make your name a household word. When people think about the Army, they think about you. If the older people—parents and counselors—believe in you, they are going to send prospects to you.

"The important thing is to be sincere and gain the trust of the people in the community." To this, Arrington attributes his success.

## Keep in touch

"Referrals are the main thing that help you when you work a strictly rural area," says **Sergeant First Class Kenneth Metcalf** of the Miami Recruiting Station of the Oklahoma City DRC. He gets the best referrals from parents whose children he has enlisted in the Army. "My secret?" asks Metcalf, "I have no secret. I just keep in touch with the soldiers' parents while they are in the Army. Ask them if they are getting through to their child and how are things going." He continued, "You have to treat a parent's child like you'd want your child treated—not as a mark on the wall."

"I believe in maintaining rapport with the school counselors. Taking time out to explain ASVAB results to the students who have taken the test and what their scores mean to them is one way of taking the load off the high school counselors.

"Refereeing intramural sports or instructing a special class in a field that I'm familiar with to help relieve a teacher are other ways to assist the school and counselors in any way possible. The educators don't forget this and can do more work for you in recruiting than you can imagine—they are the greatest ice breakers at any school.

## Change the picture

A positive attitude toward his product is second-nature to **Staff Sergeant Raymond Merritt** of Newark, Del. "I don't sell the Army," he insisted. "I tell applicants about the Army and let the Army sell itself. I get military people in the area to talk to prospects about what Army life is like. I take them to nearby bases and let them see for themselves. Reruns of 'Sergeant Bilko' and Beetle Bailey comic strips often form the only picture of the Army that applicants know," he continued. "When I change that picture, I make mission."

## Challenge the prospect to be armor crewman

"Our hardest skills to fill are combat arms," says **Sergeant First Class Jerry Bennett**, a guidance counselor at the San Diego AFEES. "It is not easy to sell combat arms to someone who wants to be a mechanic. I talk adventure, challenge and bonus. Challenging a person works well. I tell him that he could spend the rest of his life in a hum-drum job, but right now he could be an armor crewman and collect a \$3,000

bonus when he finishes training. The minute you know that a young person qualifies, the bonus is a big selling point."

As to non-traditional skills for women, Bennett finds that women are easier to sell than men. Men are more likely to have their minds made up ahead of time, Bennett says, "but women can read job descriptions and be sold on a non-traditional skill by a counselor."

# Training helps in civilian life

**Staff Sergeant Jay Chastain**, the Raleigh DRC's 1978 Recruiter of the Year, feels that the most effective way to sway an applicant toward a non-traditional or difficult MOS is to let that person

talk with someone who is already in the Army in that position. He has the advantage of being located near a large Army post and usually suggests to applicants that they visit Army personnel on post. "I

also emphasize to my prospects the challenge involved in performing duties that others in his or her peer group do not perform, of the travel opportunities, and the greater chances for advancement."



# Update

## SSNs harder to obtain

Parents can do their children a favor by requesting social security numbers (SSN) for them before they're seven years old.

Recent changes have been made to regulations to make it more difficult for individuals to misuse the SSN system, according to the Social Security Administration (SSA).

For applicants older than seven years, the changes include:

- Each applicant for an original SSN must provide documentary evidence proving identity, age, and citizenship or alien status;
- Each person applying for a duplicate or corrected SSN card must provide enough evidence to prove identity and make certain his or her SSN record is accurate;
- Anyone 18 years or older and applying for an original SSN must be interviewed in person;
- SSA may check any document submitted with the custodian of the original record.

Applicants must submit evidence proving their date of birth. Birth or baptismal certificates, school and church records, census records, insurance policies, marriage records, employment records, and passports may be used. Applicants must also confirm their identity through driver's licenses, voter registra-

tion cards, passports or other similar documents.

For children under seven, however, a birth certificate is normally sufficient evidence.

Persons needing an SSN may apply for one by filing an SS-5 form, "Application for Social Security Number." Applications are available at any social security office; the Social Security Administration, Baltimore, Md. 21235; Offices of District Directors of Internal Revenue; US Postal Service offices; and US Employment Service offices in cities not having a social security office. According to a SSA official, local SSA offices usually have arrangements with large employment organizations to furnish them with SS-5 forms.

For dependents living with parents stationed overseas, the SSA prefers that certified copies rather than the original documents be sent with SSN applications.

Applications coming from abroad should be mailed to: The Social Security Administration, Division of International Operations, P.O. Box 1756, Baltimore, Md. 21203.

Persons desiring additional information may call Phil Berge at (301) 594-7452 or write: Office of policy and Regulations, Social Security Administration, 6401 Security Blvd., Baltimore, Md. 21235.

## Service shirt coming soon

The men's gray-green service shirt will be available in post exchanges this fall, according to DA officials. Originally scheduled to be available this spring, the service shirt was delayed because fabric was unavailable in sufficient quantities.

Worn with the green uniform trousers, the new shirt will replace the tan/khaki service uniforms and the tan shirt presently worn with the green uniform. Tan uniform items will be authorized for wear until 1985.

According to officials, the service shirt will be available in both long-sleeve and short-sleeve versions. The short-sleeve shirt will sell for \$8-9; the long-sleeve version \$11-12.

The long sleeve shirt must be worn with a tie, but the short-sleeve version may be worn with or without a tie. If worn without a tie, the short-sleeve shirt will be worn as an outer garment with the Army green trousers. When the tie is worn with either shirt, the green jacket must be worn.

When wearing the service shirt, officers will use cloth shoulder marks bearing rank insignia. Enlisted soldiers will wear bright brass pin-on insignia of rank on their collars.

The only other item authorized for wear on the shirt will be the name tag on the right pocket flap.

Chaplains, however, will also wear the symbols of their religions above their left pockets.

## SA on women in the Army

"I sincerely believe that women have a better chance of equal opportunity in today's Army than in any other American institution. The women who have

joined the Army—and there were 17,500 who did last year, 13 percent of our total enlistments—have proven to be competent in a variety of demanding positions."





DA has projected that its force of the future will, by necessity, consist of a large percentage of career personnel. Recent statistics estimate that 49 percent of the 1985 Army must be career personnel to meet projected strength requirements.

The reenlistment community has done well in meeting its objectives in the past. Can we meet this future challenge? The key to success is that reenlistment is everybody's business. Everyone will have to sell the Army every day to every soldier.

All leaders should recognize their reenlistment responsibility and they must realize that it goes far beyond reenlistment counseling sessions.

Reenlistment will become a consideration in every action by each leader in most circumstances. Any action that will leave a lasting negative or positive impression on the soldier is part of reenlistment. So, good leadership will mean good reenlistment rates. It's that simple.

## Television reenlistment ads

Overseas commands currently have, or should have, 19 Reenlistment TV spot ads available for use on the Armed Forces Network and Armed Forces Korea Network. Let's make sure we are getting our fair share of TV time. The films available are:

- |                             |         |
|-----------------------------|---------|
| 1. Every Member a Recruiter | (GS-11) |
| 2. Volunteer Army Image     | (7B)    |
| 3. Reenlistment #1          | (10B)   |
| 4. Reenlistment #2          | (10C)   |
| 5. Born to Soldier          | (11D)   |
| 6. Women                    | (7A)    |
| 7. Patriotism               | (8C)    |

- |                                 |       |
|---------------------------------|-------|
| 8. PRIDE IN SERVICE, Infantry   | (13A) |
| 9. PRIDE IN SERVICE, Armor      | (13B) |
| 10. PRIDE IN SERVICE, Artillery | (13C) |
| 11. NCO Image                   | (14B) |
| 12. Army Image                  | (14C) |
| 13. Hispanic Heritage           | (10A) |
| 14. WHY STAY IN, Aviation       | (11A) |
| 15. WHY STAY IN, Medical        | (11B) |
| 16. WHY STAY IN, Computer       | (11C) |
| 17. American Indian             | (12A) |
| 18. American Hawaiian           | (12B) |
| 19. American Black              | (12C) |

This office is the point of contact for MACOM's desiring copies of these tapes.

## Changes to BEAR program

Bonus Extension and Retraining (BEAR)-MILPO Message Number 79-77 of March 26, 1979 made changes in the BEAR program that opens it up to more soldiers.

The changes are that first termers and careerists, grade E-5 and below, may volunteer for the program if their current PMOS and FY GP is balanced or over-strength.

Six MOS were added and two deleted. Those that are open to soldiers with less than six years of service at reenlistment are: 12E, 15D, 15E, 15J, 16D, 17C, 24M, 54E, 63C, 67V, 97B, 98C, 98G.

MOS open to soldiers with six to ten years of service at reenlistment are: 21G, 54E, 63C and 98G. Reenlistment credit will be awarded at the time of extension.

## Career Counselor Badge

There is a change in the correct way to wear the Career Counselor Badge as outlined in paragraph 27-21R(1) of AR 670-1. Male 79D will wear the badge centered on the right breast pocket between the bottom of the flap and the bottom of the pocket.

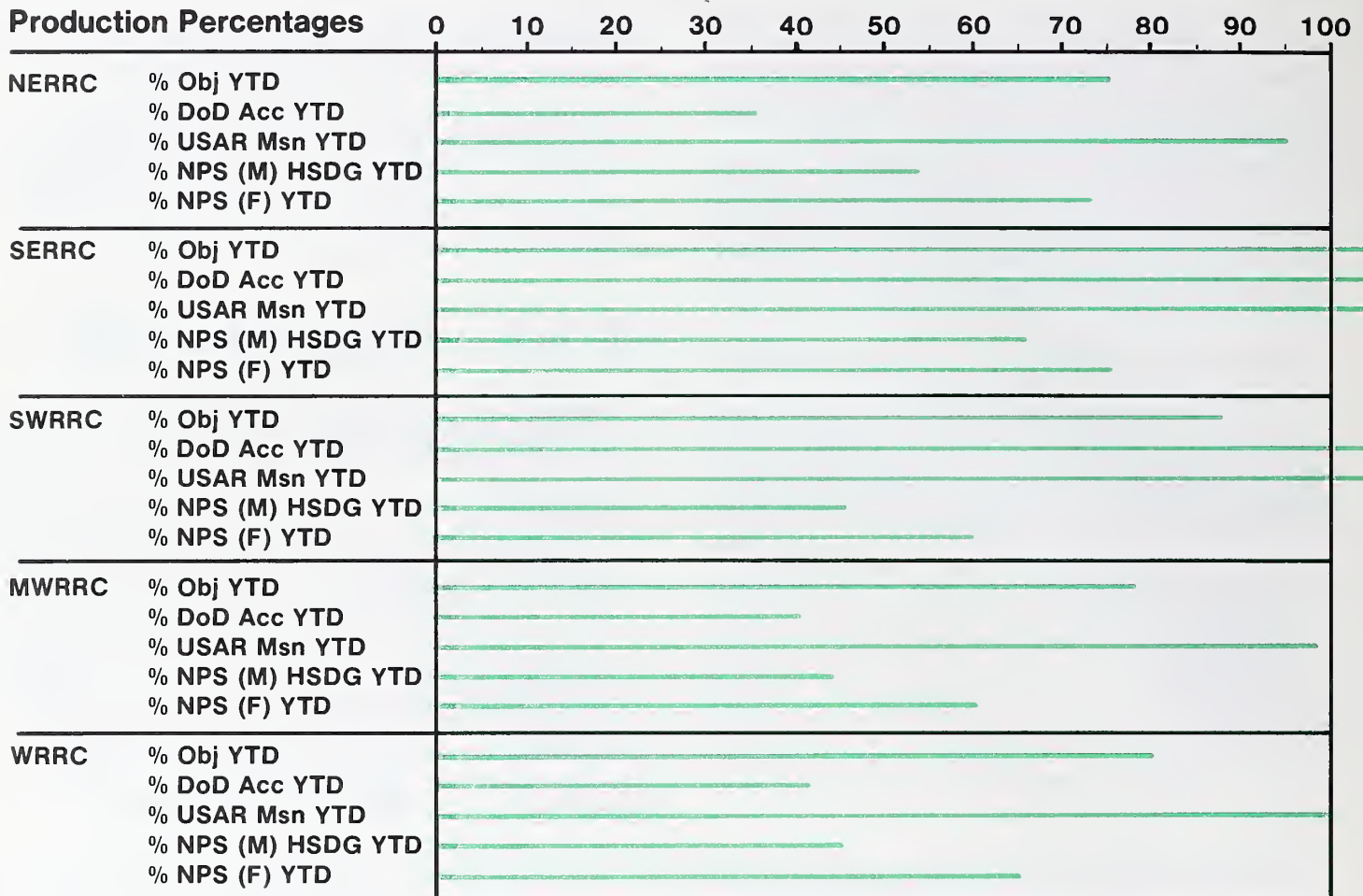
Female 79D will wear the badge centered on the right side of the uniform with the bottom edge of the

badge parallel to the bottom edge of the third button from the top.

Permanently awarded badges will be worn on the left. The Career Counselor Badge is authorized only for temporary wear and therefore cannot be worn on the left side.



# Production Progress




DRC	% of OBJ	Rank by %
1. San Juan, PR	124.1	28.28
2. Atlanta, GA	112.9	28.28
3. Jackson, MS	111.0	28.28
4. Miami, FL	109.3	28.28
5. Raleigh, NC	108.5	28.28
6. Montgomery, AL	108.0	28.28
7. Columbia, SC	106.4	28.28
8. Jacksonville, FL	105.9	28.28
9. Charlotte, NC	104.5	28.28
10. Richmond, VA	104.4	28.28
11. Baltimore, MD	103.9	28.28
12. Honolulu, HI	102.5	25.28
13. Nashville, TN	101.5	26.28
14. Cincinnati, OH	101.5	25.28
15. Chicago, IL	99.7	21.28
16. Louisville, KY	99.3	24.28
17. New Orleans, LA	97.5	20.28
18. Salt Lake City, UT	96.9	20.28
19. St. Louis, MO	96.8	25.28

DRC	% of OBJ	Rank by %
20. Houston, TX	93.8	14.18
21. Little Rock, AR	91.6	21.28
22. Indianapolis, IN	90.0	12.18
23. San Antonio, TX	87.0	18.28
24. Sacramento, CA	85.8	9.28
25. Newburgh, NY	85.1	6.28
26. Denver, CO	84.9	11.28
27. Cleveland, OH	84.7	13.28
28. Portland, OR	82.7	9.28
29. San Francisco, CA	81.9	9.28
30. Columbus, OH	80.9	10.28
31. Oklahoma City, OK	79.9	8.28
32. Seattle, WA	79.6	10.28
33. Beckley, WV	79.5	12.28
34. Santa Ana, CA	77.9	11.28
35. Peoria, IL	77.7	13.28
36. Albuquerque, NM	77.3	10.28
37. Albany, NY	76.7	6.28
38. Boston, MA	75.7	4.28

DRC	% of OBJ	Rank by %
39. Long Island, NY	75.1	5.28
40. Los Angeles, CA	74.7	5.28
41. Philadelphia, PA	73.1	3.28
42. Fort Monmouth, NJ	71.8	5.28
43. Dallas, TX	70.9	11.28
44. Syracuse, NY	70.8	8.28
45. Pittsburgh, PA	70.7	3.28
46. Concord, NH	70.6	5.28
47. Phoenix, AZ	70.6	6.28
48. Lansing, MI	69.8	6.28
49. Kansas City, Mo	69.2	8.28
50. Omaha, NB	67.0	8.28
51. Des Moines, IA	64.7	8.28
52. Harrisburgh, PA	64.4	4.28
53. Detroit, MI	64.0	3.28
54. Niagara Falls, NY	60.3	2.28
55. Minneapolis, MN	59.8	5.28
56. New Haven, CN	59.7	1.28
57. Milwaukee, WI	52.2	3.28

DRC—Thru 30 Apr 79  
 DOD—Thru 28 Feb 79  
 USAR—Thru 30 Apr 79  
 NPS (F)—Thru 30 Apr 79





Another interesting little tale,  
concocted in a dark, dank room,  
in a sub-basement  
of an old brick building  
somewhere at Fort Sheridan  
about the . . .

## *Recruiting Station Management Regulation*

CPT Douglas Martz  
PD, USAREC

"The masked man's back."

We greeted that news with a groan. Most of the snow had melted in the Fort Sheridan spring monsoons, and we knew it wasn't our charming personality, so we figured his return spelled trouble. He didn't waste any time—knew right where we were. Came to see us. Said he didn't want a cup of coffee, just some honest-to-goodness conversation.

"Fine," we said. "What can we do for you?"

"Listen," he said, "You guys did a pretty good job on that Recruiting Station Management System. I started using it in my station. I like what I see."

"Good," we said, "cause that's

what it's all about. We wanted to help make your job easier."

"Great," he said, "but why stop there. Why not go all the way?"

"Uh yeah," we said. He was excited. We were worried.

"Look," he said, "you guys were in the field. You know what recruiters go through. Why not make it easier for us?"

"Hey," we said, "we'd love to. What'd you have in mind?"

"Look," he said. "A recruiter comes out of school and has about seven regs he's supposed to know top to bottom. Right?"

"We remember," we said dryly.

"Why not take all that stuff and make it a single reference? And don't put all that garbage in it about what *should* or *could* be done. Just tell everyone what they need to

know to recruit."

We were impressed: longest speech he'd ever made.

"Have we got a deal for you," we said.

"Again," he groaned.

"Again," we said.

He held up his hands. "Okay," he said, "coffee time. Tell me about it."

We got him some coffee and settled in for the duration. "We're trying something new," we said, "something we haven't done before."

"That's a switch," he said.

"Really," we said. "We've started working on something we're calling the Recruiting Station Management Regulation."

"Great," he said. "What's in it for me?"



"Well," we said, "how about a single recruiting reg?"

"You're kidding," he said.

"Nope," we said, "we're serious. We're taking those regs you mentioned and building a single document for you. Think it'll make recruiting better, easier, and more productive."

"That's language I understand," he said.

"That, too," we said.

He said, "huh?"

"We're not writing this in tower power bureaucratic language. We want this to be something the recruiter uses to get back to the basics, to help production, and to make the whole job easier."

"Like it so far," he said. "Tell me more."

"Okay," we said. "We think the most important feature is, like the Recruiting Station Management System, that this was developed and tested by field folks—by and for recruiters."

"Sounds like a good deal," he said smiling.

"We thought you'd like it," we said.

"Tell me more," he demanded.

"Glad to," we said. "The proposed Recruiting Station Management Reg's divided into two sections—one for the recruiter and one for the station commander. Sort of a bottoms up approach."

"Good start," he said. "How will it help me?"

"Glad you asked," we said. "The first section's devoted to what a recruiter does every day—fill out 200 cards, develop and work an itinerary, work a lead refinement list—the stuff recruiters do."

"Time out," he said. "First of all, what do you mean by develop and work an itinerary? And I've got another question behind that one."

"Sorry," we said, "we get confused sometimes talking to ourselves. We're talking about time management."

"I understand that," he said. "Go on."

"We're talking about how to take your recruiting time, make a plan, and work the time to your advantage. That includes what to

do with a Daily Planner or MANDEX, programing in high schools, seeing applicants—the things you do everyday."

"Makes sense," he said. "Now, what's a lead refinement list?"

"Something every recruiter already has," we said. "We've just standardized the whole thing. It's a list with all the leads on it from the time you get the name until a 200 card's made."

"About time," he said.

"That's right," we said, "it's all about time. Recruiters are busy people."

"I hadn't noticed," he said.

"Yeah," we said. "If you've got a lead refinement list you can use with the ASVAB lists and high school lists, wouldn't it help you—make your job easier? You could tell when you contacted the prospect, what his or her reaction was, when you made your initial appointments, and feed the information into your itinerary as well as the 200 card file. How's that?"

"What took you so long?" he said.

"We're trying," we said, "but it takes awhile."

"Makes sense," he said.

"That's how the whole thing's laid out on the recruiter section," we said.

"Chapter 1 replaces USAREC Reg 601-20. It's the 200 card—what it is, how to fill it out, how to suspense it, and how to work it."

"Wonderful," he said, "bloody wonderful." We could tell he wasn't convinced.

"What's the problem?" we asked.

"Look," he said, "I've been recruiting for a while. And I know the IG's going to come out and get me because someone in the tower thinks this is the way things should be done."

"We're not talking about that," we said. "The 'should,' or what we're calling guidance, goes somewhere else. That's in a series of 'how to' manuals we're developing. What goes in the regulation is what will and won't be done."

"That's my language," he said.

"What you're saying is this reg is

policy, not guidance."

"Exactly," we said. "Not only with chapter 1 but with the whole regulation."

"What else is in it?" he asked.

"Chapter 2 is time management. It replaces USAREC Reg. 1-9 and includes how to use a Daily Planner or MANDEX."

Then there's Chapter 3 which talks about what a lead refinement list is and how to use it."

"Good," he said.

"Chapter 4 talks about the schools programs," we said.

He nodded and smiled. "How about another cup of coffee," he said.

"Sure," we said. We've learned; when he asks for another cup of coffee, he's interested.

"Okay," he said, "what's in the other section. Same thing?"

"Yeah," we said, "same thing. What'd be the use of writing a reg where one part establishes policy and the other part suddenly includes guidance? Guidance that's right for one DRC might not be right for another, but the rules are all the same."

"Makes sense," he said. "Tell me about it."

We did.

"Section 2 is for the station commander—the things he or she does every day. Chapter 1 is the SMART system."

"Wonderful," he groaned. He sounded underwhelmed.

"Hold on," we said. "It's been simplified—a lot. We've made it a working tool for the station commander and recruiter—not just a stylized briefing board for visitors."

"Better," he said.

"Chapter 2 is the Recruiting Station Management System."

"I've heard about that," he commented. "What's chapter 3?"

"The HRAP program," we said. "All right," he said. He paused and asked, "is there more?"

"Are you kidding?" we asked.

He groaned. "Well," he said, "I could hope!"

"Chapter 4 is administration, and chapter 5 is logistics."

"Sounds complicated," he said,



"and besides, station commanders don't get into that very much."

"They're small chapters," we said, "and we may end up combining them."

"Good," he said. "Sounds like a good system, but you and I know everyone in the world's going to supplement it. I'd expect at least a change a week."

"Not lately," we said. "This reg won't be supplemented above station level, and it won't be changed for six months or a year, depending on what the Grey Ghost says. We know it's hard to implement something coming down from the tower. Everyone wants to get his hand in the pie, and changes come smashing down from everywhere. We're not about to let that happen to you. That's why we've said it won't be supplemented above the station and it won't be changed for long enough so you can get used to working with it."

"You said that twice," he said, "and I don't believe it."

"Believe it," we said, "it's true."

"When's all this supposed to happen," he said.

"Soon," we said. "We're planning for about the first of August. Gives us enough time to get it out to the regions for staffing, make some changes, and run it by some more recruiters and station commanders to see what they think of it. Then, and only with their recommendations, will we fly this to the field."

"Sounds good," he said.

"There's more," we said.

"What a surprise," he said.

"You guys never go halfway."

We blushed. "This is the first in a series of regs that'll back all the way up to the regions."

"Okay," he said, "what about the guidance?"

"We're starting to construct a series of 'how-to' manuals that'll go along with each of the regs."

"Sounds good," he said.

"Sounds like USAREC's starting to do things for the field troops."

"We are," we said. "As we said last time we talked, that's what it's all about. Our whole mission is supporting the field. We work for

you. If we forget that, we might as well pack our bags and go home."

"I'll buy that," he said, "but then I'm only a recruiter."

"Yeah," we said, "you're only a recruiter—only the most important person in our whole damn business. Only the person who makes the Army. Yeah! You're only a recruiter. But you're what makes the whole thing fly. Without you, we're nothing! If we don't make your job easier we've blown it—badly. We can't let that happen—for you, for all of us, and for our Army!"

"Thanks," he said. "I've always felt that way, but it was getting a little lonely in the foxhole. Keep truckin'!"

He got up to leave. "I feel better," he said.

"Hey," we said, "we enjoyed it. Come back again and let's talk some more."

"I'll do that," he said, "but I'm almost afraid to. Listen, I've got

some more ideas about recruiting—things like you're talking about—things we need for you to think about."

"We want to hear about them," we said. "We need them."

"Okay," he said, "I'll come back and talk when I can, but I've got a number on my back. That's my bread and butter. So, can I write down my ideas and send them to you?"

"Sure. Write us." We gave him our address.

"I like what you're doing," he said. "Keep it up."

"We'll try," we said, "cause it's for you. For the recruiters."

He smiled. "Thanks again," he said. "We'll talk some more."

"Count on it," we said, "and good recruiting!"

He left. We went back to work on the Recruiting Station Management Regulation feeling pretty good.

**Ed. Note:** you can't believe the fervor with which these people want to receive tips and ideas. They're absolutely rabid on the subject. Here's why: the three primary writers of this reg have about 22 years cumulative recruiting experience; they know that, USAREC-wide, there are over 200,000 man-years (make that "person-years") of recruiting experience that can and

should be cranked into the systems and regs the command works with. They want your tips and ideas. If enough come in, we'll devote another special issue to publishing them, just like this issue is. In the meantime, we'll use the little coupon below to pass the ideas on. Clip it—use it—it's your command! "Make this week's mission—DEP out June!"

## TIPS... for better recruiting

Staff Sergeant Bill Hamilton, Kalamazoo, Mich., makes innovative use of materials supplied in the quarterly "Mission 79" packets. He gives the "Fancy That" slicks to his high school newspaper advisor and asks him to use them when there's space available. So far, 50 percent of his schools are using them. He also attaches the "Fancy That" slicks to his high school sports schedules, and says the finished product looks great—and so does the free advertising.

*Does it work for you? Then maybe it'll work for someone else. Why not share your success with your fellow recruiters? If you have some good ideas, send them in to Commander, US Army Recruiting Command, ATTN: USARCSPT-T-PT, Fort Sheridan, IL, 60037.*

# Region Recruiters of the Year

*Since the USAREC Recruiter of the Year was featured in the March issue of all VOLUNTEER, readers have wanted to know about Regional Recruiters of the Year and their methods for success. In reply, we introduce Messrs. Morris, Melendez and Jenkins, who may have something we can share.*





# Morris is NERRC'S top recruiter

by SP5 Phil Delvernois  
HQ, NERRC

A man, attired in a green uniform, sits behind a desk facing a wall full of plaques, certificates and trophies. They represent to him five years of personal sacrifices, extra working hours and many phone calls. But more importantly, they are the symbols of an Army Recruiter whose "intensity" to be excellent separates him from the average recruiter.

The man is Sergeant First Class Jimmie Morris who for the five years he has been with the Army Recruiting Command has been, without a doubt, one successful recruiter. That success is evident by the dozens of recruiting awards that hang on the walls of his recruiting station located on North Howard Street in Baltimore. Among those awards is the coveted "ring" which he was the first in USAREC to receive. Recently added to the collection was another walnut and gold trophy which reads, "SFC Jimmie Morris, Northeast Region Recruiter of the Year FY 78."

But this man said that he "never hunted" for these awards. He said that he was only "concentrating" on his job and the awards "just came."

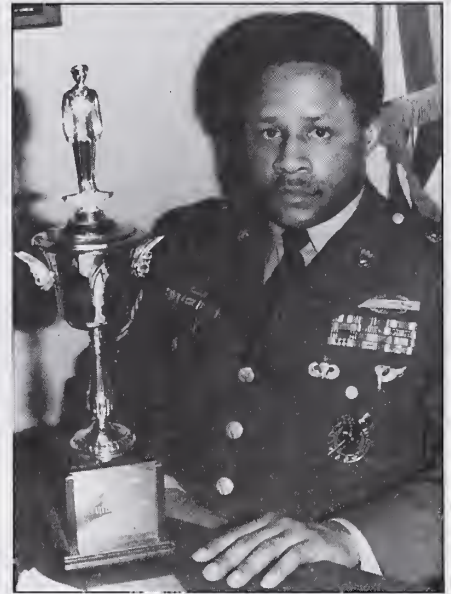
"I do not work for one award and stop because I've achieved a level," he pointed out. "I still put all my energy into my job—which is putting qualified people into the Army."

Morris claimed that recruiting is an art, and like art it is to be enjoyed. He believes there are two key words to remember if one is to be a success.

"To be a successful recruiter you have to put dedication and motivation first," he said. "You've got to tell yourself to make those extra phone calls, read the regulations and follow-up on your contacts. You've got to do this consistently."

But what is even more important in the recruiting business is truthfulness, he said.

"Integrity is important," he explained. "You are not going to sell a prospect unless you tell it like it is."



Sergeant First Class Jimmie Morris

That is exactly what I do."

"I've always believed in myself and I am proud of my records, but five years ago I never thought I would be where I am now."

Morris has never settled for being average. He dares to be excellent and is proud of what he has achieved.

# SWRRC lauds Willie Jenkins

by Lucille Logue  
Jackson DRC

The name of the game is SUCCESSFUL RECRUITING. The name of the game is also numbers and with Sergeant First Class Willie Jenkins the number keeps coming up "1".

Sergeant Jenkins, a recruiter at the Jackson DRC, was named SWRRC Recruiter of the Year and was selected to participate in the USAREC 1978 competition for Recruiter of the Year. Competition

for the honor of Regional Recruiter extends through a 13-state area and involves almost 1000 recruiters.

Being "Number One" is not new to Sergeant Jenkins. While assigned to the Washington DRC, he was recognized as the Secretary of the Army's Recruiter of the Year in 1975.

"It's a real challenge to stay on top," said Jenkins. "You must convince prospects that they can fulfill their concept of success on their own in today's Army. You

must believe in the Army yourself and then lead them up the ladder, one step at a time, until they are willing to reach out for their own goals."

Much of his success he attributes to continual prospecting. Maintaining constant contact with interested young people is particularly important. "I, like all recruiters, have had extensive training in sales techniques while in recruiting school. A recruiter is a salesman," he explained.



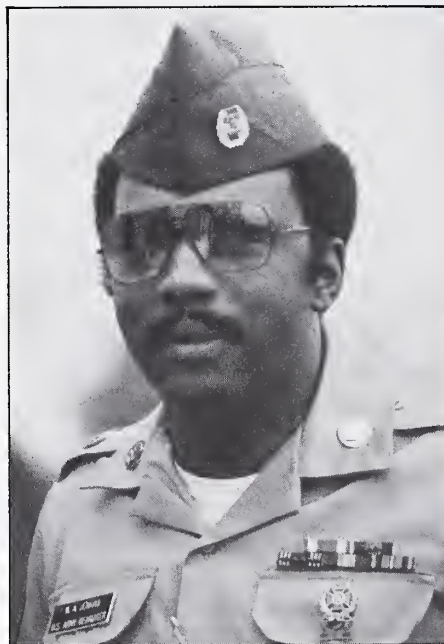
Sergeant First Class Willie Jenkins hands his business card to two prospects. Below, Jenkins in a rare moment of inactivity.

"First, I must sell myself to the community as a whole and then individually to each prospect. Only after I have successfully accomplished this can I begin the task of selling the Army. I believe in my product; therefore, I can sell it."

Recruiters know that they must go where the action is. One day each week, Jenkins goes to a local recreation center that is the gathering place for young people. "I always go on Wednesday and they know they can count on me to be there," he explained. "Quite often, I'll buy someone a coke—or maybe lunch—sometimes I just sit down for a rap session with the group."

"If a young person is reluctant about coming into the recruiting station, this gives me an opportunity to talk with him informally. Sometimes this is the most effective way of recruiting. Almost every week there will be someone there waiting to talk to me about joining the Army. They trust me—they know I'll be there."

DEP referrals are another contributing factor to this recruiter's success. "It's like having satisfied customers who send their friends in



to see you," said Jenkins. "The incentive of a stripe in return for enlistments certainly generates a lot of enthusiasm for the DEP program. They like to go into the Army with a higher rank than their friends."

DEP dropouts are not a particular problem to this Tupelo recruiter. "I try to maintain close contact with the recruit after he has

been DEPped," remarked Jenkins. "If I don't hear from him within a certain time frame, I contact him again. If I find that he is losing interest in the program or that his enthusiasm seems to have run down, I use a re-sale technique to get him excited about the Army again. If necessary, I will re-sell more than once—whatever it takes. Also, when a senior finds that he is not going to graduate on schedule and is given an ample extension of time to attend summer school, he understands that I am genuinely interested in his future. He knows that in the long run, the Army's program will be beneficial to him."

Staying on the move is an important factor in projecting an image in the community. "I clock about 1,000 miles of windshield time each month," Jenkins continued. "My car and uniform are the best advertising I can get in some areas. In this community, I represent the Army and it pays off for me to be seen talking with the local people—at the barbershop, service station, post office, coffee shop—just purposefully on the move."

To successfully acquaint prospects with Army opportunities, Sergeant Jenkins has appeared on local radio and television talk shows. "This is another medium I can use to get the Army's program before the right people. I have participated in both impromptu and pre-planned programing," said Jenkins. "Most of these shows are scheduled around noon and I know that they are not necessarily viewed by a lot of young people, but there are parents who watch and often act as a catalyst for the recruiter."

About 40 small factories are located in the Tupelo area that are in direct competition with recruiters. Young people, both grads and non-grads, can go to work at one of these factories and never leave home. "Your recruiting techniques must have credibility if you are to



convince a young man or woman that they should leave home and join the Army," said Jenkins. "You have to establish a rapport with them so they will trust you to give them good advice. Then you let them know that the Army has something better to offer."

"As a recruiter, my knowledge of the Army and its programs has to be vast," continued Jenkins. "The Army has so much more to give young people today than it did ten years ago. It is our responsibility as recruiters to pass this information on to our young people. What good is the knowledge if it doesn't get to those for whom it was intended?"

Time management is an important factor to the recruiter. Much of his time is used in telephone prospecting. "I use a lot of my telephone time following up the progress of students who have elected to go on to college after graduation," Jenkins explained. "I like to keep up with their progress in school and know whether or not they are still in school. Did he enter college in September as planned? Is he still in college at the end of the semester? These are questions that I need to ask. To find the answers, I pick up the phone and call him. If he's no longer in school, then I have the opportunity again to discuss the educational and occupational opportunities of the Army. I don't want him to think I've forgotten him. This is important to a prospect."

Every recruiter has his own "tricks of the trade" and Sergeant Jenkins is no exception. He developed a bulletin board where he places "before and after" photographs of all new enlistees. The enlistee is photographed with Sergeant Jenkins before leaving for basic training and is encouraged to send photos back to the station after basic to be placed alongside the initial photo. This board generates a lot of interest among the young

people in the community. They come by the recruiting station just to take a look at the bulletin board. They can be heard to say, "Hey, I didn't know they had joined the Army."

The Army's physical fitness program is an incentive to many athletically inclined young people. It can also be an incentive to those who are not so inclined but would like to be part of the program. Sergeant Jenkins is very perceptive of the feelings and needs of the young people in his recruiting area. This is evidenced by the weight lifting equipment he keeps in the station. He not only uses it himself but encourages young people to come in and take advantage of the availability of the weights. "Some of

Amory, a small town about 25 miles from Tupelo, the phone rings continuously for him. "My home phone can be a problem at times, but when some young person calls to tell me he wants to join the Army, it makes it all worthwhile—I wouldn't have it any other way," said Jenkins.

Sergeant Jenkins is a very successful recruiter but he is also very much a family man. He makes sure that he has some time just for his energetic wife, Jean, and their five young sons. "We try to get away some on the weekends," he explained. "Without their support and encouragement, I don't feel I would be as successful."

Motivation toward success seems to be carried on in his family. Trophies of all shapes and sizes, the



Jenkins, his wife and five boys take correct stance for a backyard football game.

them come just to look at the equipment and talk about it," Jenkins said. "Others come ready to join in and use the weights. It doesn't matter 'why' they come; what does matter is that it offers me another chance to talk about the Army—and its physical fitness program."

Recruiting is definitely a family affair for Jenkins. In their home in

largest being Sergeant Jenkins SWRRC Recruiter of the Year, 1978, trophy, abound in their comfortable home.

"Self motivation is the 'Number One' contributing factor to my professional success," concluded Jenkins. "If I can teach this to my sons, then I will feel that I have truly succeeded."

## Ponce RS takes SERRC's top honors

Not only was Melendez the number one recruiter in the region for the past year, but the Ponce recruiting station, from which he hails and which chalked up a production record of 304 percent of its objective, was a major factor in enabling the San Juan District Recruiting Command to attain its status as one of the top DRC in the nation.

How do Melendez and his cohorts do it?

Since only one in 20 candidates has access to a phone, Melendez and other Ponce recruiters spend many hours traveling the narrow roads that twist up and across the sharp southern slopes of the Cordillera Central. The Cordillera forms the mountainous east-west spine of Puerto Rico.

Finding prospects is even more difficult because of the lack of road signs that might help recruiters find their destination. If the recruiter is lucky, he will find paved roads, or it will not rain until he is back on pavement after a foray down a clay track through the forest.

Yet, Master Sergeant Jose Albino, the Ponce station commander, thinks challenges such as these make his recruiters better producers and cites the cooperation among them which helps them make mission and capture top honors in 1978:

- Top production (304 percent)
- Top recruiter
- Top production recruiter (Staff Sergeant Isaac Quinones, 373 percent)

- Top station
- Top station commander

Sharing the honors are Sergeants First Class Pablo Cabrera and Daniel Ortiz and Staff Sergeants Jose I. Rivera, Raboan Rodriguez and Pedro A. Diaz.

## Melendez: SERRC's #1

by SSG Wm. Craig  
San Juan DRC

Sergeant First Class Jose Melendez has won just about every award there is for a recruiter to win. He received the Army Recruiter's Ring from Major General Mundie in February and pinned on his E-7 stripes on April 1st. His statistics are impressive—for example, in 1978 he put 148 people into the Army for an annual percentage of 389. He was selected Recruiter of the Year for the San Juan DRC in September of last year.

After winning the same competition at Southeast Region in November, he was edged out by Charles H. Lawson of St. Louis DRC in January for the title of US Army Recruiter of the Year. Intensely competitive, Melendez gives the impression that last year was good—but not good enough, and has set out to capture the "one" that eluded him.

Melendez is a graduate of Florencio Santiago High School in Coamo and received his Associate Degree from Columbia College in 1975. He entered the Army in 1964. He is a Vietnam veteran. His decorations include the Bronze Star Medal, Meritorious Service Medal, Combat Infantryman Badge, Army Commendation Medal, Good Conduct Medal, Vietnam Campaign Ribbon, National Defense Service Medal, Parachutist Badge, and Gold Recruiting Badge with three sapphire stars.

I was assigned to spend a few days with Jose Melendez and write a story on how he does what he does. What he does is to remain at the top of on-production recruiters in a station which does 304 percent for a year, an area which does 240 percent for a year, and a DRC which

has led USAREC for most of the past three years.

He asked me to meet him in the mountain town of Aibonito at the mayor's office where he maintains a canvassing point. When I arrived, he was finishing packets on six applicants. After he finished, we drove on to his home town of Coamo where he lives with his wife Felicita and their two children.

During lunch he told me that he had left his home at 3 a.m. that morning to pick up his applicants in Villalba, Coamo, and Aibonito and delivered them to AFEES at San Juan. After that he drove to his office in Ponce, which is on the other side of the island, to pick up his material for the day and returned to Aibonito where I found him.

Doing some quick figuring I

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*"The Army is very respected  
... there is a deep sense of*

---

estimated his driving time alone for the day had amounted to more than five hours and it was only lunchtime.

When we walked into his canvassing point in the Coamo Mayor's office after lunch it looked like a town meeting was in progress. Melendez excused himself saying he had a little paperwork to do with these people and had me escorted on a tour of the historic city by a representative of the Tourism Bureau.

I had not come to write an article for a vacation magazine, however, and was beginning to wonder if I was ever going to get a chance to sit down and talk to this guy about what makes him such a good recruiter. Unfortunately for me, he



was too busy recruiting.

Undaunted I returned to the office where he was finishing with the last of his nine Coamo applicants. Watching, while he reviewed the next day's referrals with his assistant, I sensed my chance to corner him for the interview. When I suggested that we talk for awhile, he said that he had to run, but that I could come with him and we'd talk on the way. It seemed to me that if I wanted to get him alone for awhile maybe a moving car would be an ideal location.

As Melendez got up from his desk he asked me if I had anything to run in. About this time it occurred to me that he wasn't planning to use a car on this run and I had not come prepared for P.T. With deep regrets, I declined to accompany him.

For the next half hour or so I sat alone in silent communion with a bunch of recruiting posters and solemn-faced chain of command

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by the people of Puerto Rico  
patriotism here."

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portraits. Just as I was falling off to sleep, Melendez came back and said we'd better get going as his wife would have dinner ready soon.

After introducing me to the family he gave me a drink and popped out of the room saying he would return in a few minutes. An hour or so later he still hadn't returned, so I decided to go and find him.

He was in the backyard scrubbing the seat belts for his GSA sedan. This was almost too much to believe! Here was a man who had started his work day 16 hours ago, delivered seven applicants to AF-EES, spent five hours behind the wheel, completed 15 processing packets, and run four miles—actually laundering his seat belts! Be-

fore I could ask him about his motivation the door opened and Felicita called us to dinner.

During the meal, I was able to get him to promise me that we talk afterwards. Most of the conversation, however, was kept to subjects other than recruiting. This is understandable since both Felicita and Jose are recruiters. She is an assistant manager in the Personnel Division of a local manufacturing plant.

Although they don't recruit for the same company, there is still a lot of similarity in their jobs and consequently, there is a mutual understanding of the unique demands placed upon them by the nature of their work. Jose told me that the Melendez house had developed a reputation in Coamo as a one-stop employment center.

As we cleared the table, the doorbell rang and—you guessed it—three more applicants came in. By now I wasn't really surprised. What I had seen so far that day had prepared me fairly well for anything that would happen. But I knew there was an exceptional story here, and I was going to get it, no matter how long I had to wait!

I got my chance some two hours later. He took me into the den, put on some music and sat down to answer all my questions. The following is my interview with Jose Melendez, the Southeast Region Recruiter of the Year.

**Q:** "What I've watched you accomplish today would be a good week's work for many people. What makes you do it?"

**A:** "Last year I was shooting to succeed Bill Slease as the US Army Recruiter of the Year. Although I did have a good year, my goal wasn't accomplished and I intend to do it this year."

**Q:** "Let's say you achieve your goal this year, can you keep up this pace after reaching the top?"

**A:** "I'm a competitive indivi-

dual. My goals are high and I do whatever is necessary to reach them. Then, it's simple, I just set a new goal and keep marching. It's worked very well for me, especially over the past eight years since I came into recruiting. In this business it takes a lot of personal discipline to be successful."

**Q:** "Besides the personal qual-

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*"You have to believe in what you're selling. It isn't hard to sense a canned pitch."*

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ities you've described, what is necessary to come into a new town and be successful as an Army Recruiter?"

**A:** "There are a lot of possible answers to that question. It depends on the situation you come into. I'm lucky in that I'm recruiting in the town and area I was born and raised in. Basically though, there are a few things that apply no matter where you are. First, and I know you've heard this before, you have to believe in what you're selling. It isn't hard for people to sense a canned pitch. I don't have to memorize anything.

"For instance, someone comes into the office whom I've known since he was a kid. I'm not going to recommend anything except what I think is best for him. If he belongs in college I tell him so. For every kid you convince to go to school, a counselor becomes an ally.

"Also, when I come into a new station, the first thing I do is go out and call on the mayor, CI's, schools, etc. I ask what I can do for them and continue to show my face regularly until I'm part of the group.

"Probably the most important factor that determines success is credibility. When you get involved as a representative of the Army in

community activities—you have to follow through. Relating this to your recruiting effort, it is essential to demonstrate that your job does not end when a contract is signed and a person is shipped off to basic training.

"Any kind of problem that arises on the homefront should be handled to the fullest extent possible by the recruiter. When the community comes to know that you are always available when your help is needed—then you are no longer an outsider. Earning this status pays big dividends."

**Q:** "In January you put 35 people into the Army. How do you generate enough leads to come up with numbers like this?"

**A:** "Almost entirely by personal contact. I have a regular schedule of school visits and canvassing point stops. I try to stick to it as much as I can. Since I'm working four towns, this requires me to spend a lot of time on the road."

**Q:** "What about the REACT System?"

**A:** "I have to say that we do get enlistments from the REACT System. How many, it's difficult to say. I'm in a different situation from, say, a guy in the states or even recruiters in San Juan metro area. Here, there is one telephone for

every 30 - 40 families. Most of the addresses listed are post offices so it is difficult to track them down. Often the names do match up. But of those that don't, many came in on their own or were contacted in a different way."

**Q:** "Do you think recruiting is easier in Puerto Rico than the rest of USAREC?"

**A:** Yes, and No! That question comes up all the time. Last year at ANCOES I was talking to a recruiter from somewhere in the west. When I mentioned that I was from the San Juan DRC he said, Oh yeah, down there you guys have bodies falling from the sky. All anyone has to do is to come and spend a day or so with me like you have and they'll know it's not like that at all.

"What we do have going for us is that the Army is very respected by the people of Puerto Rico. There is a deep sense of patriotism here that might be considered a bit out of style by the younger generation in the States. We've got almost 200,000 veterans here and that says quite a lot.

"Another big plus for us is that we have, what is to me, the best DRC staff in USAREC and also the finest AFEES working together to support us. I'd especially like to mention our guidance counselor

crew. Master Sergeant Jose Gonzalez and his counselors consistently devote the extra time and effort it takes to get the job done. We have transportation and communication problems that recruiters in other DRC couldn't even relate to but we overcome those things with hard work and a tradition of success. You could ask any other recruiter in this DRC the same question and I'll bet you'd get the same answer."

**Q:** "What does the future . . . wasn't that the doorbell?"

He went to answer the door and as I had already guessed, it was another applicant. Jose explained that the guy worked until 11:30 and midnight was the only time he could do his packet. I excused myself and went off to bed.

It has been mentioned that it would be a good idea to send Jose Melendez to Indianapolis someday to teach people how to recruit. If it were up to me, I'd send the people to Jose Melendez one at a time. Even if he didn't find the time to talk with them they'd still learn a lot. As San Juan DRC Sergeant Major Chuck Hoagland puts it, "You need a pretty fast horse to keep up with that guy."



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***next month:***

# Total Army

***... focusing on Army Reserve and National Guard activities across the Nation.***



# MOS 16C: Fire Control Crewman Nike-Hercules Missile

At a remote Army air defense site, Nike Hercules launchers stand ready—missiles pointed skyward. A soldier, routinely peering at the acquisition radar scope in the director station trailer, suddenly sees a telltale blip—then two, then three, then a score. High speed aircraft are entering the defended area.

Hostile identification is established and a rapid-fire, well organized chain of events is set off. The information is passed to soldiers operating target tracking and target ranging radars in the tracking station trailer. Then a missile tracking radar locks on the missile on a launcher and when the missile is fired, follows it in flight.

A computer, also located in the director station trailer, receives information from all radars. Knowing the location of both target and missile, the computer continuously computes an intercept point, directs the missile to that point, and causes the burst command to be sent to the missile at the appropriate time.

Who are these soldiers, who with their radars and computer, maintain round-the-clock surveillance of the skies in their defended area. They are highly trained technicians, graduates of the Hercules Fire Control Crewman, 16C, specialized course at the US Army Air Defense School, Ft. Bliss, Texas.

Running eight weeks in duration, the 16C course offers students a varied diet of lecture and conference type class work alternating with practical work sessions on the equipment. They learn the intricacies of the fire control system with a screwdriver in one hand and modern electronic equipment in the other.

Beginning the advanced individual training with a seven-hour day, five day a week schedule, students spend the first few days


learning such common military subjects as nuclear, biological and chemical safeguards; racial awareness; physical readiness training; and discipline, morale, and traditions.

Next comes classroom and hands-on work with the four radars and computer. They learn from instructors who have acquired their expertise through many years of working with the system. Senior instructor Sergeant First Class Billy Caldwell, with nine years experience working in the MOS and six years as a drill instructor, says the job is one of the best in the Army. "There's no field duty," he he asserted, "the 16C works in a heated/air conditioned van in a year-round constant temperature."

Students first learn to energize and deenergize the tracking station and director station for this is

the initial step in performing the important duties of a 16C. Some 30 hours of instruction cover checks and adjustments on the Missile Tracking Radar with as many hours devoted to the Target Tracking Radar, Acquisition Radar, and computer. Proper knowledge of these checks and adjustments are critical to the effective operation of the fire control system.

Thirty hours of alert procedures come at the end of the course. The 16C must react quickly for their job is the heart of the complex Nike Hercules system.

The Nike Hercules is a long-range missile, primarily designed to combat medium high altitude aircraft. A dual purpose system, Nike Hercules also has a deadly capability against surface targets which permits it to effectively engage ground concentrations. 



Private Arthua Rahming, a 24-year-old soldier from Leesburg, Fla., checks a radar antenna assembly of the Nike-Hercules missile system in her eight-week 16C course at Ft. Bliss, Tex.



MOS 16C: Fire Control  
Crewman Nike Hercules  
Missile